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Budget and Work Program

APPROVED FISCAL YEAR 2016 - 2017

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EXECUTIVE DIRECTOR'S MESSAGE

As the San Francisco Bay Area's regional council of governments, the Association of Bay Area Governments (ABAG) provides a range of services to its member cities, towns, and counties. ABAG was created in 1961, to provide a forum for local elected officials to discuss topical issues, specifically around regional planning and in later years, services. ABAG now examines issues of regional and local concern addressing planning and research needs related to land use, environmental and water resource protection, disaster resilience, energy efficiency and hazardous waste mitigation, and provides risk and claims management, and financial services to local counties, cities, and towns.

A major effort in 2015 was starting the update of *Plan Bay Area,* scheduled for adoption by ABAG and the Metropolitan Transportation Commission (MTC) in 2017; with finalizing the draft forecasts and releasing the draft and final scenarios in 2016. This update is informed by our relationships with local jurisdictions and on-going extensive dialogue with stakeholders.

Two significant reports were produced in 2015 as part of the *Plan Bay Area* update: *San Francisco Bay Area State of the Region Economy, Population, and Housing*; and *San Francisco Bay Area People, Places, and Prosperity*. *State of the Region* presents economic, population, and housing conditions in the nine-county San Francisco Bay Area in the context of historic trends and expectations for the future, a baseline for future planning activities. *People, Places, and Prosperity* comprehensively examines the ways in which economic, housing, and environmental issues relate to each other and how they are affecting local communities and the region as a whole. The regional issues related to land use, remain and will continue to remain a significant part of our work.

2016 and 2017 will see on-going work to update *Plan Bay Area* in conjunction with the Metropolitan Transportation Commission (MTC) and with the cities, towns, and counties and their local elected officials and residents, and stakeholders that make up the Bay Area. ABAG's collaborative regional land use planning process facilitates the Bay Area's shared prosperity, sustainability, equity, and resilience.

ABAG's Resilience Program helps local jurisdictions build communities that can prosper and thrive in the face of ongoing natural stressors and unexpected shocks, including the vulnerability of region's housing stock to earthquakes and flooding, interconnected infrastructure systems, underpinning the region's economy, and the importance of collaborative regional resilience planning.

Ezra Rapport
ABAG Executive Director

The Bay Area's quality of life is and will continue to be supported by other ABAG programs. ABAG's San Francisco Estuary Partnership (SFEP) will continue to work on issues of water quality and drought response projects throughout the region, supporting cities and counties with grant funding, and technical assistance. Environmental projects to reduce toxins in the Bay or prevent new ones from getting there are on-going and effective, and a major update on the health of the San Francisco Estuary will inform

future efforts. SFEP is also helping to manage the Integrated Regional Water Management program.

Together, SFEP and ABAG staff put on 2015's Spring General Assembly, featuring keynote speaker David Sedlak, UC Berkeley Professor, and author of "Water 4.0 The Past, Present, and Future of the World's Most Vital Resource." Dr. Sedlak presented a unique approach to water usage, conservation and new technologies to meet the 25 percent water reduction required by the Governor. The event also included a panel showcasing Bay Area communities' water protection/conservation initiatives that local governments and water districts are implementing to prepare green infrastructure to protect water resources. We are working toward making our existing water infrastructure more sustainable and resilient than it is today. A Water Summit in Fall 2016 will reflect our on-going work with the Bay Area's water providers. Elected officials and agency leaders, and stakeholders are invited to attend.

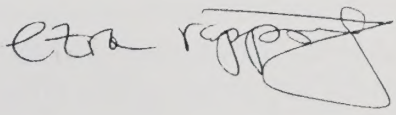
ABAG's energy division is helping to make residential and commercial properties more energy efficient by managing the region's Bay Regional Energy Network (BayREN) program. BayREN, led by ABAG in collaboration with the nine Bay Area Counties, advances local government capacity to offer, implement, and deliver energy efficiencies and other sustainable services to their constituents through four main program offerings. The ABAG POWER program continues to provide cost savings and long-term price stability for natural gas aggregation and procurement for 38 local governments and special districts.

The ABAG San Francisco Bay Trail and the Water Trail will continue to grow, allowing residents to experience the Bay in new and different ways. The Bay Trail now offers a recently updated website, providing an easy-to-navigate site, telling the story of the Bay Trail through beautiful photographs and detailed maps. With 343 miles of Bay Trail in place throughout all nine Bay Area counties, there is much to discover.

ABAG PLAN continues to provide municipal property, liability, and crime insurance; as well as risk management services to 28 cities and towns. The grant program and training services provide members with significant benefits. ABAG also finances non-profit schools, hospitals, and affordable housing projects through its Finance Authority for Nonprofits (FAN). To date, ABAG FAN has provided more than $9 billion in capital financing on behalf of its members. Issues associated with FAN have been resolved with new accounting and financial structures in place.

In order for ABAG to focus more attention on serving local governments directly, our former partner SCM has taken over the ABAG Training Center's HazMat School. They will continue to provide on-line safety training courses for field workers and first responders from around the country.

The details of these programs are contained in this Budget and Work Program. It will be a busy 2016 and our goal is to positively impact our members and their residents via our services. ABAG, along with MTC and the Bay Area Air Quality Management District, will be moving our offices to San Francisco in mid 2016. Please visit us in our new space to see the collaborative efforts of the agencies, working together for a better Bay Area.



PRESIDENT'S MESSAGE

Julie Pierce
ABAG President
Councilmember, City of Clayton

As your council of governments, the Association of Bay Area Governments (ABAG), our responsibility is to provide services that support the Bay Area's local governments, our cities, towns, and counties, who directly serve our residents. In 2015, ABAG staff and the Executive Board were focused on assisting and supporting local governments.

We spent much of 2015 discussing a potential integration of ABAG's planning and research department with the Metropolitan Transportation Commission's (MTC) transportation planning department. This discussion led to agreement to pursue an independent study of a potential ABAG-MTC merger. The merger implementation plan (MIP) study is being conducted by a mutually-agreed consultant, Managment Partners. The study is being administered by the joint ABAG Administrative and MTC Planning Committees, meeting twice monthly. The MIP will examine the policy, management, financial, and legal issues associated with further integration of ABAG and MTC, up to and including institutional merger between MTC and ABAG. The MIP has a deadline of July 1, 2016 for adoption by both agencies.

David Rabbitt
ABAG Vice President
Supervisor, County of Sonoma

Since regional land use planning and local governments are directly represented in the ABAG governance structure, we ask that our local jurisdictions and other stakeholders take an active part in this discussion over the next few months. I look forward to working with all of you as we study this new framework for regional governance.

Much was also accomplished last year on the 2017 limited update of Plan Bay Area. On-going, extensive dialogue with local elected officials, local staff, and stakeholders has begun and will continue in 2016 and the next year. There will be many opportunities for stakeholder and local government participation. We look forward to this continuing conversation as we plan together for the Bay Area of the future that our children and grandchildren will enjoy.

The Bay and Water Trails, the San Francisco Estuary Partnership, and the Resilience Program are all part of what makes ABAG a dynamic organization, providing a wide range of services for the Bay Area. If you are not familiar with ABAG PLAN - our risk management pool, ABAG Power, and ABAG Finance Authority, I encourage you to learn more about them. They exist to support the work of local government.

This year, the ABAG General Assembly will begin mid-morning and end early afternoon, with the business meeting at noon. It is essential that we have your participation in this General Assembly and business meeting. More information will be sent out early this year and will be available at www.abag.ca.gov.

We need your feedback on our work. It helps us to know what we are doing right and where we could do better. If you don't find the information you need on our programs in this 2016-2017 Budget and Work Program, please contact me or our staff. Working together, we can do great things for the future of our region and our Bay Area.

Julie Pierce

ABAG President and Councilmember, City of Clayton

SECTION 1 - ABAG PLANNING AND SERVICE PROGRAMS

ABAG PLANNING AND RESEARCH PROGRAMS

As the Council of Governments in the San Francisco Bay Area, ABAG has focused on creating a collaborative regional land use planning process that addresses shared prosperity, sustainability, equity, and resilience. This means developing dialogues and actions focused on strengthening the character and qualities of neighborhoods and supporting the natural environment for current and future generations.

The framework for approaching the Bay Area's complexity and diversity relies on Priority Development Areas (PDAs) and Priority Conservation Areas (PCAs). The PDAs allow cities and towns to recognize places of focused growth that effectively use infrastructure and more mobility choices between transit, driving, biking, and walking. The PCAs recognize jurisdictions' high priorities in preserving the natural environment and creating healthy communities. This framework makes *Plan Bay Area* a regional strategy grounded in local visions and strategies. Updating the *Plan* is the focus of 2016. This will include refining policies, strategies, and investments in response to the recent strong wave of economic growth and local plan updates.

Four other programs define the regional planning process: *Housing Production and Affordability*, *Economic Prosperity*, *Resilience*, and *Open Space and Trails*. These four tasks are essential to ensure safe and vital neighborhoods in a sustainable natural environment. ABAG is working to retain the region's impressive natural resources through strong environmental programs and the completion of regional trails. Simultaneously, we must address climate change and the probability of a major disaster, such as an earthquake in coming decades. These challenges need to be addressed in the context of limited and unaffordable housing for a large portion of the population—much of which has not seen wage increases. This is parallel to the need to retain and expand our middle-wage jobs and economic diversity within a strong and innovative regional economy. While these are substantial challenges, our region has demonstrated even greater institutional resources and innovation to overcome major issues in the past.

Essential to these programs and plans is the foundational knowledge produced through ABAG's Research and Analysis program and our engagement with agency partners, stakeholders, and the general public through the Collaboration Platform.

PLAN BAY AREA 2040 UPDATE

The implementation of *Plan Bay Area* led to an integration of efforts across economic development, housing affordability, infrastructure improvement and hazard resilience. Local jurisdictions and stakeholders are collaborating to support the development of complete communities—communities where local residents can live near jobs, services and amenities they want and need—as well as the protection of rural and industrial areas and natural resources. The update of *Plan Bay Area 2040*, will continue in 2016, including the development of policies and strategies and the Environmental Impact Report. This update will be informed by input from local jurisdictions and extensive dialogue with stakeholders.

This *Plan* update incorporates the Bay Area's recent economic growth, allowing many towns, cities, and counties to realize their visions through new housing and commercial projects, infrastructure improvements, and lively public spaces in locally designated PDAs. Along with these private and public investments, many jurisdictions have also experienced major increases in housing and commercial rental rates. Efforts will focus on maximizing the new investments benefits to strengthen the character, vitality, and identity of each community and minimizing risks of displacement. ABAG will also support local activities to streamline the local

plan-aligned projects entitlement process to maximize the benefit from the current economic cycle of investments. On the housing front, staff will identify and promote policies, strategies, and funding opportunities necessary to realize, through production, preservation, and rehabilitation, the robust housing supply that is essential to the region's continued well-being.

Priority Development Area Implementation

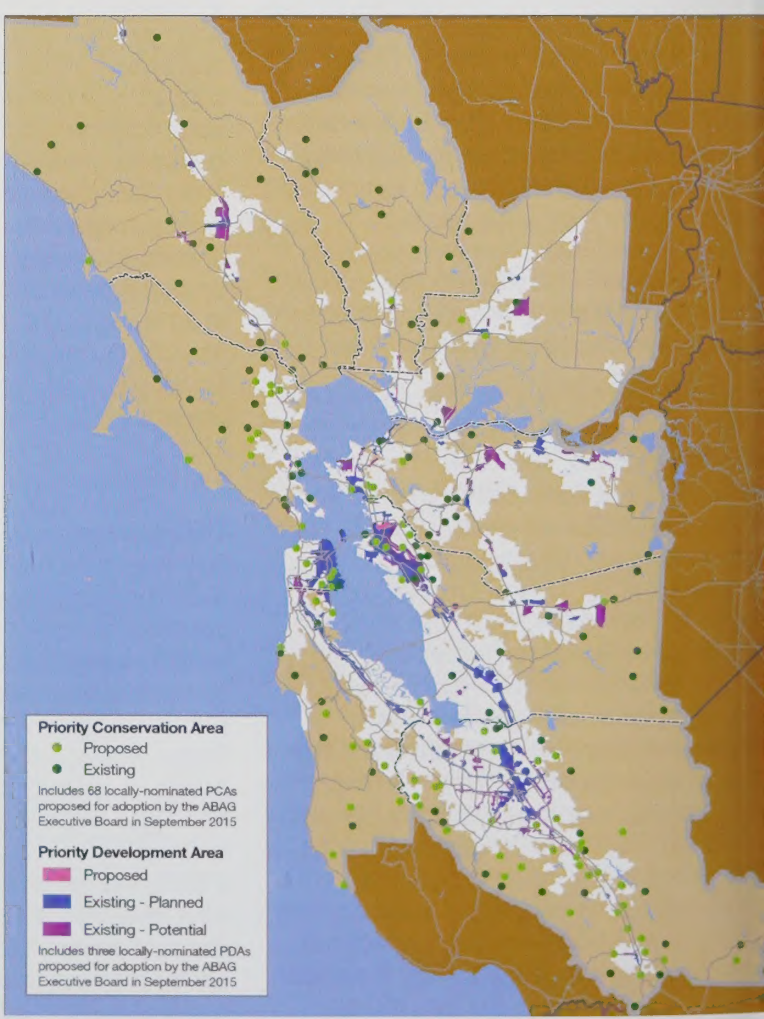
Fiscal Year 2016-2017 Priorities

ABAG staff will continue to work with Bay Area jurisdictions to implement adopted plans for PDAs and develop successful new plans, to develop and distribute tools to increase feasibility of growth consistent with local visions, and to integrate resilience, economic development, and urban greening into the PDA program. Staff will also encourage, enable and facilitate local jurisdictions participation in the update of Plan Bay Area.

The region's PDAs are the organizing framework for *Plan* implementation and are expected to accommodate most of the Bay Area's new homes and jobs. The *Plan*'s major investments in planning assistance and transportation projects are focused in the PDAs, but significant obstacles remain to achieving planned growth such as lower than anticipated public and private investment, displacement pressure on current residents and businesses, declining middle-wage jobs, and the risk of natural hazards. ABAG will work closely with local jurisdictions to identify and address specific challenges with effective locally-tailored solutions.

Through collaboration with regional partners—including Congestion Management Agencies (CMAs), the Metropolitan Transportation Commission (MTC), the Bay Area Air Quality Management District (BAAQMD) and the Bay Conservation and Development Commission (BCDC), ABAG's Planning and Research Department will continue to provide planning assistance, research support, and institutional coordination for comprehensive PDA implementation.

Regional PDA Planning Grants — Since its inception in 2005, as the Station


Priority Conservation Area
Proposed
Existing
Includes 68 locally-nominated PCAs proposed for adoption by the ABAG Executive Board in September 2015
Priority Development Area
Proposed
Existing - Planned
Existing - Potential
Includes three locally-nominated PDAs proposed for adoption by the ABAG Executive Board in September 2015

Priority Conservation Areas and Priority Development Areas

Area Planning Grant Program, the MTC/ABAG PDA Planning Grant program has funded over 50 planning projects that support the development and adoption of specific plans to create walkable, mixed-use communities within walking distance of transit. To date, the PDA Planning Grant program has awarded cities over $24 million in grant funding. These plans accommodate the potential development of more than 60,000 new housing units, 100,000 new jobs and 25 million square feet of commercial space. MTC provides financial management while ABAG staff manages each grant in collaboration with the local recipients and provides technical support. ABAG will also assist with deployment of the next round of Planning Grant funding in the coming years.

PDA Showcase — ABAG will continue to refine the PDA Showcase website, which provides key information, long-term visions and growth projections for each of the 188 unique PDAs. With enhanced search functions and more targeted development information, the Showcase can communicate development opportunities to community members, potential investors and other stakeholders. Given the great variety of local plans, policies and market conditions, the website can ultimately help to foster a dialogue about implementation approaches for different communities across the region.

Entitlement Efficiency — *Plan Bay Area* sets the stage for local jurisdictions to choose to take advantage of State legislation to increase the efficiency of the development process for projects within PDAs. ABAG staff will continue to collaborate with cities as well as regional, state and federal agencies to assure these new opportunities to implement local plans are utilized in a way that benefit local communities. This will build upon 2015's discussions with members of the Regional Planning Committee Entitlement Efficiency subcommittee.

Placemaking — Through *Plan Bay Area* implementation, the Planning and Research Department has introduced placemaking as a new dimension to regional growth policies and discussions, which have traditionally focused on transportation systems, job growth and housing growth: place. Staff will build upon its *Placemaking in the Bay Area* report to provide best practices and targeted technical assistance to help member jurisdictions create successful places that are lively and inclusive, economically vital, and capitalize on community assets.

Inner Bay Area Corridors — In *Plan Bay Area*, the majority of housing and job growth is projected in PDAs along transit corridors stretching between San Francisco, San Jose, Oakland, and West Contra Costa County. These sub-regional corridors will increasingly function as an interconnected system. *Plan* implementation depends upon the success of all of the communities and business districts along the corridor, which today vary significantly in terms of housing and commercial development, amenities, infrastructure and public services. In 2014 and 2015, staff worked with corridor jurisdictions, CMAs, transit agencies, and other partners to identify common challenges and opportunities. Key work also included establishing ongoing coordination among cities in the East Bay corridors while supporting the Grand Boulevard Initiative in the West Bay and bringing together the region's three largest cities for dialogues about ongoing coordination and information sharing. Over the next year, ABAG will continue these efforts.

Housing Production and Affordability

Fiscal Year 2016-2017 Priorities

Planning and Research staff will continue to initiate and support efforts to develop new funding sources for affordable housing and to remove obstacles to jurisdictions' implementation of local infill development objectives; continue to work with MTC to use existing resources to incentivize and support infill housing production; identify and publicize

replicable local effective practices that address economic displacement due to new development; and provide previously unavailable, open-data compilation of local housing production information.

Increasing housing production and affordability — especially in transit-served locations — is essential for achieving the vision of sustainable prosperity based on focused growth articulated in *Plan Bay Area*. ABAG is working with the private and non-profit sectors to align efforts in a comprehensive approach to promote housing production and rehabilitation while supporting neighborhood stability and respecting and strengthening community resources. This approach emphasizes increasing the funding for affordable housing, removing barriers to housing production, promoting the preservation of affordable housing as a tool to prevent displacement, and facilitating the collection and sharing of information. While addressing the region's housing challenges at a broad scale, this effort also seeks to identify tools and strategies to assist local jurisdictions in spurring housing growth in PDAs, appropriate to each community's unique needs and circumstances.

Increased Funding for Affordable Housing — State subsidies play an important role meeting our workforce housing needs, and new revenues from Cap and Trade legislation are an important new source. ABAG is working closely with the California Strategic Growth Council to continue to assure that allocation methodologies amplify successful regional efforts which center on PDAs generally and strategic downtowns and sub-regional corridors in particular.

State, federal, regional, and local subsidies and incentives combined are markedly insufficient to address the current and growing shortfall of affordably priced, efficiently located housing well-matched to the incomes, preferences and needs of the Bay

San Francisco Park

Area's workforce, able non-workforce, and hard-to-house residents. ABAG staff will continue to work with local jurisdictions, housing advocates, and other stakeholders to pursue additional funding sources for affordable production and preservation of housing affordable to Bay Area households.

Housing Production Analysis and Policy Development — Information about the Bay Area's housing context, including development activity, local plans and policies, housing needs, and available resources, is an essential foundation for policy development and legislative advocacy. ABAG staff will continue to gather, and make accessible, housing data to support the policy objectives of *Plan Bay Area*, the housing-related work of cities, counties, congestion management agencies, and other regional agencies

ABAG is helping member jurisdictions address economic displacement of low-income communities by providing information to enable them to more effectively develop and implement locally supported community stabilization strategies.

State Housing Policy Advocacy — In addition to actively supporting creation of new sources of state and regional funding for affordable housing development, ABAG will pursue adjustments to state housing policies that are perceived by local jurisdictions to be impediments to achieving housing goals. Key issues include ensuring that Housing Element policies are aligned with the region's changing demographics and housing needs, particularly with respect to senior housing and preservation of existing affordable housing.

Economic Development

Fiscal Year 2016-2017 Priorities

Based on the regional economic development framework developed in 2014-2015 and the additional recommendations developed in the Economic Prosperity Plan and the Bay Area Council Economic Strategy in 2015-16, ABAG staff will support the implementation of targeted efforts and identify the priorities for the Plan Bay Area update. Given the increasing investment opportunities in the region for the next couple of years, staff is working with local jurisdictions to support entitlement streamlining for projects within PDAs. ABAG will continue to collaborate with regional agencies, business groups, and community-based organizations to strengthen the competitiveness of the regional economy, enhance local business districts in PDAs, support the vitality of industrial districts, expand access to job opportunities for the entire Bay Area workforce, and address threats to sustained prosperity such as housing inaffordability, congestion-compromised mobility, and loss of critical industrial lands.

In 2016-2017 ABAG will explore the options for developing a lead presence (either within the agency or in coordination with other major economic development organizations) in providing a regionwide framework for coordinating economic development initiatives. The goal of such an effort is to create a more comprehensive approach to developing actions and responding to concerns, while improving the region's ability to compete for resources in support of economic development efforts.

PDA Economic Development Strategies — Each different PDA plays a different role in the regional economy, ranging from centers in which office and retail jobs cluster around transit hubs to town centers supporting local residents. ABAG will continue to support local jurisdictions' efforts to streamline their entitlement processes in order to

execute development strategies to capture new development appropriate to their local PDAs. The East Bay Corridors and the Grand Boulevard Initiative are two major efforts where ABAG is participating and supporting collaboration across businesses and public agencies to strengthen sub-regional economies by supporting the development and revitalization of differentiated, interdependent nodes of neighborhood economic activity.

BART in motion

Business Partnerships — ABAG will continue its collaboration with the Bay Area Council Economic Institute (BACEI) in its public-private partnership engagement process. The process, conducted by the BACEI professional staff in cooperation with the Bay Area Council, draws from the experiences and economic strategies of local leaders and organizations to identify linkages and commonalities across the region, synthesize a summary of the region's best opportunities for economic success, and define concrete actions. ABAG will target key tasks for implementation out of this effort.

Training Partnerships & Job Mobility— ABAG will continue to take part as appropriate in sub-regional or regional workforce development efforts that involve coordination across different service providers, jurisdictions, schools, and businesses or business organizations. For example, ABAG could provide underlying information for strategy planning across the region to enhance the competitiveness of the region in competing for workforce development grants.

Industrial Areas and Goods Movement — The gradual conversion of industrial lands and increase of impediments to goods movement can affect other industry sectors, job quality and regional economic resilience. As a region, we need to secure appropriate space for production, distribution and repair activities, possibly through the creation of Priority Industrial Areas. ABAG will build upon work by MTC and the Alameda County Transportation Commission done in FY 2014-15 and ongoing work by UC Berkeley in FY 2015-16. In coordination with the UC Berkeley team, ABAG will review the diversity of activities in industrial lands and their roles in the regional economy, and will identify strategies to support their vitality. ABAG will work with local jurisdictions to determine which strategies may be most appropriate to PDAs as well as to other areas within jurisdictional boundaries.

Resilience

Fiscal Year 2016-2017 Priorities

ABAG staff will provide technical assistance, regional coordination, and policy/legislative leadership with and for local jurisdictions and regional agencies to assess and address natural hazard risks collaboratively and across fragmented domains of practice based on type of

hazard and phase relative to onset (adaptation, mitigation, prevention, response, short- and longer-term recovery).

ABAG's Resilience Program helps local jurisdictions build communities that can prosper and thrive in the face of ongoing natural stressors and unexpected shocks. Our priority concerns are the vulnerability of our region's housing stock to earthquakes and flooding, the vulnerability of our interconnected infrastructure systems which underpin the region's economy, and the importance of collaborative regional resilience planning.

Promoting Resilience Policy Adoption — Many cities in the Bay Area are global leaders in resilience policy. ABAG is disseminating best practices across the region and assisting member cities with resilience policies emanating from ABAG's 2014 Loma Prieta (LP25) Symposium. In 2016-17, ABAG, working with member cities, state stakeholders, and federal partners, will promote the adoption of regional strategies to address the region's infrastructure vulnerabilities.

Integrating Resilience and Partnering — ABAG's resilience efforts are made stronger by partnerships with the San Francisco Bay Conservation and Development Commission (BCDC), Federal Emergency Management Agency (FEMA), U.S. Geological Survey (USGS), and the Rockefeller 100 Resilient Cities initiative. In 2014-15, these partnerships have been mutually beneficial, resulting in the development of shoreline flooding and earthquake strategies. In 2016-17, these partnerships will continue and are integrated into ABAG's work plan. The work completed to date by these partnerships will introduce disaster mitigation, climate adaptation, and resilience perspectives, into *Plan Bay Area*, including the social justice dimension.

Delivering Resilience Technical Assistance — In 2015, ABAG supported member cities and counties in the development of innovative and integrated local resilience plans that meet the requirements of a local hazard mitigation plans. ABAG provided process guidance at nine workshops held across the region, technical resources and open map data for all significant natural hazards in the region, and direct technical assistance to individual member cities. 51 cities and counties participated in the workshops, and over 300 staff from local agencies attended.

Through ABAG's partnership with FEMA, ABAG's staff were available, and will continue to be available in 2016, to provide in-depth assistance to help member jurisdictions overcome the barriers of limited resources and technical expertise by providing technical assistance. Going forward, ABAG will continue to foster a resilience community of practice in the Bay Area that identifies and develops local champions who have the opportunity to connect with one another, learn from each other, and have the tools to carry resilience work forward in their own jurisdictions and collectively for the region.

San Francisco Bay Trail/Water Trail, Open Space and Farmland Preservation

Fiscal Year 2016-2017 Priorities

ABAG will work with MTC and the State Coastal Conservancy to implement the OBAG 2 PCA grant program and lead development of regional conservation strategies. ABAG will continue to extend the Bay Trail and Water Trail, expand public use of these great regional amenities, and strengthen political and financial support for their development and maintenance.

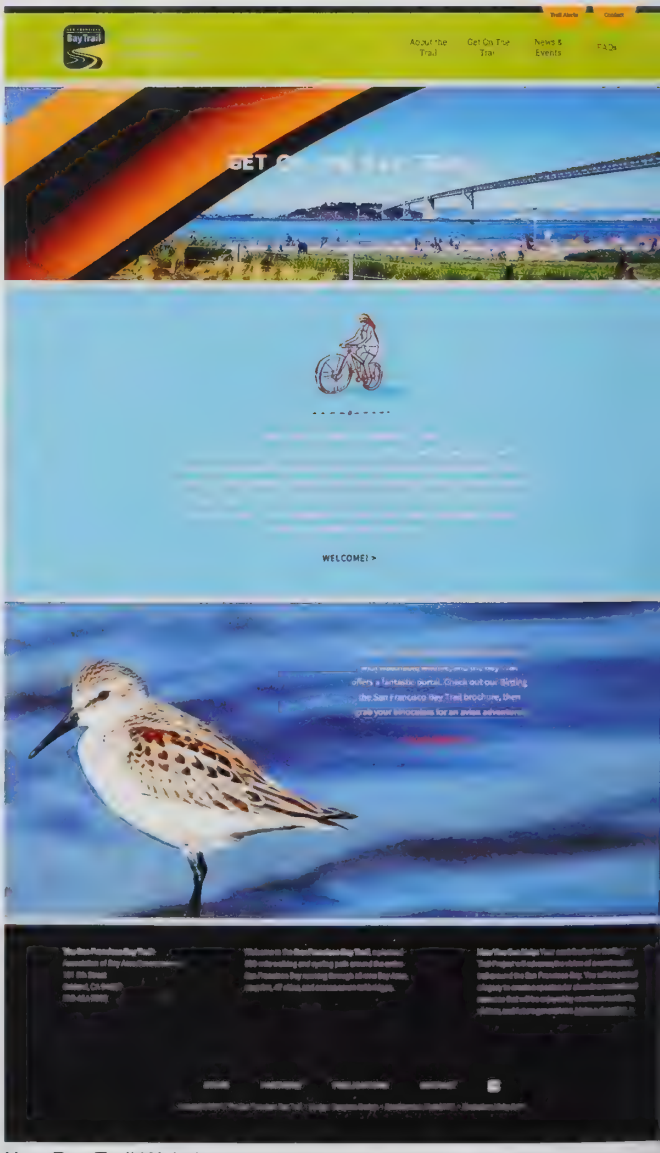
ABAG PLANNING AND RESEARCH PROGRAMS

Priority Conservation Areas — Priority Conservation Areas (PCAs) are open spaces that provide agricultural, natural resource, scenic, recreational, and/or ecological values and ecosystem functions. These areas are identified through consensus by local jurisdictions and park/open space districts as lands in need of protection due to pressure from urban development or other factors. In 2015, the PCA framework was updated to include four PCA designations: Natural Landscapes, Agricultural Lands, Urban Greening and Regional Recreation. 165 PCAs representing a variety of landscapes in all nine Bay Area counties have been adopted by the ABAG Executive Board. Projects located within these areas are eligible for funding through the One Bay Area Grant (OBAG 2) program.

One Bay Area Grant (OBAG 2) PCA Grant Program: Under round two of OBAG, ABAG, MTC and the State Coastal Conservancy will assist local jurisdictions and CMAs in implementing a $16 million program to support projects in PCAs; administering $8 million in the North Bay counties through CMAs and $8 million in the non-North Bay counties directly through local agencies with additional funds from the Coastal Conservancy. OBAG 2 funds will be available in 2017.

San Francisco Bay Trail & San Francisco Bay Area Water Trail — The San Francisco Bay Trail and the San Francisco Bay Area Water Trail are ambitious regional planning projects that are implemented by local agencies and organizations along the bay shoreline. As the Bay Area's council of governments, ABAG is the ideal agency to coordinate the completion of these multi-jurisdictional trails. The Bay Trail and the Water Trail rely on partnerships and collaboration to create experiences for the public along the bay's edges and on its waters, for recreation, active transportation, and environmental education.

The San Francisco Bay Trail is a visionary plan for a shared-use bicycle and pedestrian path along the shoreline that will one day allow continuous travel around San Francisco Bay, extending



New Bay Trail Website

ABAG PLANNING AND RESEARCH PROGRAMS

over 500 miles to link the shoreline of nine counties, passing through 47 cities and crossing seven toll bridges. 345 miles have been completed and are in use. ABAG administers the project and provides regional leadership for its completion. MTC provides funding for overall administration.

San Francisco Pier 14 Bay Trail Dedication

The San Francisco Bay Area Water Trail is a network of landing and launch sites for non-motorized small boats. ABAG plays a substantial role implementing this regional trail in partnership with BCDC, the California Division of Boating and Waterways and the lead agency and primary funder, the State Coastal Conservancy.

Major priorities for both programs include: manage planning and construction grants, and award new grants; explore new funding opportunities; expand partnerships with private corporations and other organizations for specific gap closures; participate in working groups addressing sea level rise and provide input on climate action plans; place signage along completed sections of both trails; cultivate legislative champions; expand coverage of the Bay Trail smartphone audio tours; designate and improve Water Trail sites; publish project updates and participate in trail dedications and other public events; promote trail usage and support environmental education, public health, and tourism.

Research and Analysis

ABAG's research program provides the underlying regional research, analysis and data used in the agency's planning activities related to Plan Bay Area. This information is also used as background for local jurisdiction programs and plans, for support of regional programs within the agency, and for collaborative efforts with other groups pursuing regional interests. In 2016-17, the research group will continue to calibrate the modeling capabilities developed in 2015-16 to apply to the Sustainable Communities Strategy (SCS) environmental assessment as well as to other impact assessment questions that arise. The research group will continue to collaborate with research efforts beyond the agency to strengthen understanding of the region's economic, housing, and workforce challenges. The research team will support the development of economic strategies,

SAN FRANCISCO Bay Trail

SAN FRANCISCO BAY AREA WATER TRAIL

provide analysis to support legislative initiatives and local planning, and provide public access to demographic, housing, economic, and land use information.

Modeling, Forecasting, and Trend Analysis —ABAG's modeling capabilities were strengthened in 2015-16 to include a population projection model that provides detailed demographic information, a regional economic model that can be used for impact assessment, and household and income projection methodologies. These tools will be used in 2016-17 to help inform the environmental assessment of the SCS and in developing impact assessments of alternative futures for the Bay Area including the impacts of major development projects or initiatives, impacts of environmental challenges such as seismic events or climate change, and consequences of major economic changes or political events at the national or international levels.

Economic and Demographic Research —In 2015-16, ABAG's research focused primarily on demographic questions related to the geographic distribution of population and housing and housing choices of different demographic groups. Staff also completed a collaborative effort with Resources for Community Development to study the travel choices made by residents of affordable housing properties near and more distant from transit hubs and participated in an effort to develop a survey tool for tracking business impacts following a seismic event. In 2016-17, ABAG anticipates developing new white papers on the region's economy and labor force, as broad factors ranging from innovative industries to an aging labor force change present conditions and future opportunities. ABAG will also take advantage of other opportunities to collaborate on research with organizations such as the Bay Area Council Economic Institute, the UC Berkeley Terner Center for Housing and Urban Policy, as well as other regional and federal partners (MTC, BCDC, FEMA, USGS) to address economic, housing and resilience questions.

Land Use and Data Projects— ABAG staff will provide updated data for multiregional agency Vital Signs website, hosted by MTC, and will maintain updated price index and census summaries for the public. Staff will also work the Interagency Modeling and Analytic Group to expand the potential uses of Urban Sim and improve access to the Urban Sim modeling results for local jurisdictions. Staff will also collaborate with other regions in California. ABAG will continue to improve the agency's pipeline tracking activity towards the goal of providing a region-wide permit tracking system.

Resources for Mapping— Research staff will continue to enhance tools and resources that allow policy makers and the public to visualize important information about regional growth. In Fiscal Year 16-17, the work will include upgrading system software and GIS application software; creating a searchable catalogue of GIS resources; convert existing map applications to new APIs; updating agency base data; release an inventory of all housing sites identified in local Housing Elements; releasing a complete Priority Conservation Area inventory, and releasing an inventory of all housing construction permits reported to the State.

Collaboration Platform

Fiscal Year 2016-2017 Priorities

In its core role as convener of inter-governmental and cross-sector collaborations to plan regionally and to coordinate implementation of regional plans, ABAG will continue as administrative sponsor for the Bay Area

ABAG PLANNING AND RESEARCH PROGRAMS

Regional Collaborative, the Regional Planning Committee, Regional Airport Planning Committee, the Hazardous Waste Facility Allocation Committee and the Environmental Information Clearinghouse. We will also continue to provide leadership and administrative support for the numerous collaboratives mentioned earlier in the Planning and Research work program, including San Francisco Bay Trail Board, San Francisco Water Trail Advisory Committee, East Bay Corridors working groups. ABAG will continue efforts to coordinate and integrate policy development and implementation with its regional agency peers, Bay Area Air Quality Management District (BAAQMD)the San Francisco Bay Conservation and Development Commission (BCDC), and the Metropolitan Transportation Commission (MTC). All these efforts relate to the current discussions on the relationship between ABAG and MTC on the integration of housing, economic prosperity, transportation, open space and land use through comprehensive regional strategies.

Peer Regional Agency Collaboration — ABAG's role as lead agency for regional land use planning necessarily intersects the more topically constrained mandates and missions of its special purpose peer agencies, BAAQMD, BCDC and MTC. As a council of governments, ABAG's members comprise the agencies vested with the preponderance of authority to make the local land use decisions which, in aggregate, shape the region, impacting directly and significantly on transportation, air quality and the health of the Bay itself. ABAG serves as a two-way link between local governments and peer regional agencies, facilitating outreach and promulgation of most-effective practices while distilling and representing local perspectives, potentialities and pragmatics.

Bay Area Regional Collaborative — The Bay Area Regional Collaborative (BARC), formerly the Joint Policy Committee (JPC) coordinates the planning activities of the four regional agencies (ABAG, BAAQMD, BCDC, MTC) related to climate change adaptation. ABAG serves as administrative agent.

Regional Planning Committee — The Regional Planning Committee (RPC), one of ABAG's long-standing committees, includes representation from local governments as well as public agencies and non-profit organizations with missions related to affordable housing, education, environmental sustainability, building industry, economic development, and social justice. The RPC hears issues of regional concern, and makes policy recommendations to the ABAG Executive Board. The RPC provides a unique forum for regional policy discussion that is important to ABAG's role coordinating planning initiatives in the Bay Area.

Regional Airport Planning Committee — The Regional Airport Planning Committee (RAPC) is a joint committee of ABAG, MTC, and BCDC. It oversees preparation of the Regional Airport Systems Analysis included in the Regional Transportation Plan. RAPC also provides a forum for discussion of land use, non-air transportation, and environmental issues related to airports.

Environmental Information Clearinghouse — ABAG assures public access to information regarding the potential environmental impacts of public capital improvement projects. ABAG has continued to improve access to the clearinghouse and broadened distribution of documents for public review.

For further information,
contact Miriam Chion at 510-464-7919
or e-mail MiriamC@abag.ca.gov.

SAN FRANCISCO ESTUARY PARTNERSHIP

The San Francisco Estuary Partnership (Partnership) and its cooperating agencies and organizations began several new projects and continued work on multi-year projects and activities in support of our mandate:

> To protect, enhance, and restore the San Francisco Bay-Delta Estuary by implementing actions called for in the *Comprehensive Conservation and Management Plan*.

In keeping with **"Your Council of Governments at Work,"** the Partnership has in 2015-2016:

- Helped secure an additional $41 million in state grant funds and now manage for our partners a total of $93 million for multi-benefit water quality and drought response projects supporting cities and counties throughout the Region.
- Continued our $5 million partnership with seven East Bay cities, having secured funds to build greenstormwater treatment devices to improve water quality and quality of life along San Pablo Avenue.
- Working with several cities, secured a $1.7 million US EPA grant to support planning for improved stormwater management planning and practices.
- Provided technical support services to the Santa Clara Valley Water District, Alameda County Flood Control Program, Marin County, and the Sonoma County Water Agency in water quality permitting.
- Began an update of our master management plan, the *Comprehensive Conservation and Management Plan*, for the estuary and developed a draft set of critical actions which the Partnership will lead over the next five years.

Oakland Green Streets Perspective

SAN FRANCISCO ESTUARY PARTNERSHIP

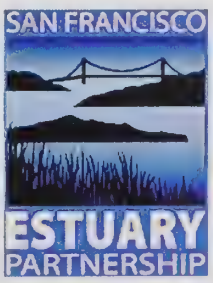
- Organized the highly successful *State of the Bay* Conference held in Oakland in October with over 800 attendees focused on the health of San Francisco Bay.
- Published the 2016 *State of the Estuary Report* summarizing the condition of our estuarine plans, animals, and water quality through the analysis of health indicators and benchmarks. The Report informs both the public and policy makers about our progress in securing a more healthy and vibrant regional environment.
- Supported regional officials in their efforts to increase water quality for San Francisco Bay through improved freshwater flows for the estuary.
- Continued our elected official and public outreach efforts with the 23rd year of publication of our award-winning *Estuary* news magazine.

Planned for 2016-2017:
Along with efforts outlined above, SFEP and partners will continue to focus efforts on projects that help to restore and protect our natural resources.

Exciting new and ongoing projects include:

- ***Continue with project GreenPlan Bay Area --a collaboration between San Francisco Estuary Partnership, San Francisco Estuary Institute and several cities to develop new siting tools that identify the best combination of Green Infrastructure -Low Impact Development features to achieve improved stormwater quality.***
- ***Continue with project Flood Control 2.0 -- a timely project to develop a set of innovative approaches for bringing environmental benefits to flood protection infrastructure along the San Francisco Bay shoreline. This work will help transform costly trapped sediment in local flood control channels from a problem into a resource.***
- ***Work with marinas and individual boaters around the Bay Delta region on boat pump out support and boat waste removal information that helps keep our waters cleaner.***
- ***Provide technical assistance and support to the Bay-Delta Science Program through contracts for experts to assist in the scientific research.***
- ***Release of the revised Comprehensive Conservation and Management Plan, a collaborative blueprint for the future of the San Francisco Estuary. The revised Plan includes goals for 2050 and five year actions.***

Please see www.sfestuary.org for details about our many exciting projects.



For further information, contact
Caitlin Sweeney, Director SFEP
at 510-622-2362 or e-mail
Caitlin.Sweeney@waterboards.ca.gov

ABAG POWER

ABAG Publicly OWned Energy Resources (ABAG POWER) is a joint powers agency (JPA) formed by ABAG in 1997 to acquire energy on behalf of local governments, as well as provide energy management and telecommunication services.

ABAG POWER currently offers natural gas aggregation to 38 local governments and special districts in the Pacific Gas and Electric (PG&E) service territory. ABAG POWER provides a public sector approach to pooled purchasing, and members are represented on Board of Directors and Executive Committee. ABAG and ABAG POWER are also working to expand their sustainability and energy management services to local jurisdictions through the implementation of energy efficiency, renewable energy, and general sustainability programs.

Gas Aggregation Program

The natural gas purchasing pool has now completed its nineteenth year of operation. ABAG POWER purchases natural gas on behalf of with the goal of cost savings and price stability. ABAG POWER stabilizes its gas prices by layering in longer term gas purchases, with the alternate objective of diversifying its gas purchase portfolio. The Program uses a continuous three year ahead planning cycle to design its purchasing strategy. Market rates for natural gas declined modestly and remained at a relative low level for much of the past year. These low prices come in spite of the general up-turn in the economy, and are due, in large part to an excess supply of gas. Prices are currently anticipated to edge slowly higher over the next year.

Price volatility remains a significant risk. There are many factors that can cause significant price volatility, including: abnormal weather patterns, increased demand from gas powered electric generators, restrictions in gas transportation capacity and/or imports, the price of alternative products (e.g., oil), regulatory actions, and political instability. In addition, the increased focus on environmental (climate change) issues may cause regulatory actions that produce increased costs for using petroleum products, including natural gas. ABAG POWER closely monitors these price volatility factors and continues to follow regulatory actions that may affect both the natural gas and electrical energy markets.

Fiscal Year goals and activities:

- *Continue to provide cost effective natural gas aggregation and delivery services for local governmental agencies. This will include active solicitations among natural gas marketers, and the addition of new gas suppliers, as necessary, to continue receiving the most competitive pricing.*
- *The ABAG POWER Executive Committee will continue to discuss and analyze refinements to the general gas purchasing strategy, including fixed price product allocations, in order to meet program goals related to cost savings and price stability.*
- *The Program will look for additional ways to improve the customer service aspects of the program, in particular with respect to billing and analysis functions.*
- *Although ABAG POWER primarily supplies natural gas to smaller "core" customers, it also implements a "noncore" program to supply larger facilities. Qualified, noncore customers can take advantage of lower gas transportation rates that are not available to PG&E customers. ABAG POWER currently supplies gas to three noncore facilities (City of Santa Rosa, City of Watsonville, and County of San Mateo). We will continue to encourage additional participants in both the core and noncore programs.*

For further information contact Jerry Lahr at 510-464-7908 or e-mail JerryL@abag.ca.gov

BAY AREA REGIONAL ENERGY NETWORK (BayREN)

BayREN, led by ABAG in collaboration with the nine Bay Area Counties, will continue to implement the same program offerings in 2016. However, new program offerings will be proposed in fall 2016. BayREN currently has four main program elements.

Single Family Energy Retrofit -- BayREN is the exclusive implementer of the Energy Upgrade California™ Home Upgrade program in the ABAG territory. This program is designed to reduce energy use in existing single family homes and 2-4 unit residences in the Bay Area. Program goals include improving the environment, helping homeowners save money by saving energy, increasing public awareness of energy efficiency co-benefits like improved comfort and indoor air quality, and stimulating green job growth.

The program reduces project costs through incentives to homeowners who make energy-efficient home improvements. Eligible measures include air sealing, duct sealing, attic wall insulation, and more. Homeowners are eligible for rebates from $1,000 to $3,150 based upon the scope of work performed and associated energy savings. BayREN also offers a $300 home energy assessment rebate if a Bay Area homeowner participates in PG&E's Advanced Home Upgrade program.

The Home Upgrade Advisor offers free direct one-to-one assistance to help homeowners navigate every step of the upgrade process, including selecting a contractor, deciding on an optimal scope of work, and filling out rebate applications. The Advisor also helps contractors with questions about the program.

BayREN has provided two-day trainings to over 259 contractors, many of whom are now actively participating in the program and have found been able to expand their businesses.

The BayREN has paid or reserved over $5 million in incentives to Bay Area homeowners, and continues to out-perform other program implementers statewide.

Multi-family Energy Retrofit--The Bay Area Multifamily Building Enhancements ("BAMBE") program offers free technical assistance for energy efficiency in multifamily buildings with 5 or more attached dwelling units. Property owners may earn $750 per dwelling unit for installing energy efficiency retrofits that result in 15% energy savings. The program has far exceeded the goals again in 2015. To date, 29,000 units have been served with technical assistance and over 9 million units have completed projects resulting in payment of over $11 million in rebates to Bay Area property owners. The program offering will continue in 2016 with slight modifications including adding water efficiency measures and requiring greater post-retrofit energy savings.

BAMBE program enrollment has outperformed other multifamily energy upgrade programs in California by a factor of three to four, and stands out as an exemplary environmental improvement program not just in the Bay Area but across the state. BAMBE was a winner of the Preserving and Protecting the Environment Award at the 2015 General Assembly.

Energy Efficiency Codes and Standards--The BayREN Codes and Standards Program was established to address the role that local building policies, reviews, and inspections play in the energy use of buildings in the region. The Program provides resources and trainings for local planning and building departments to reduce energy consumption in buildings through improved enforcement of energy codes and greater adoption and implementation of green building

BAY AREA REGIONAL ENERGY NETWORK (BayREN)

ordinances. The effort aims not only to create successful local green building programs, but also to ensure that newly constructed buildings fully incorporate the range of energy efficient measures required by State or local law.

In 2015, the BayREN Codes and Standards Permit Resource Opportunity Program, Final Report and Energy Code Resource Guide was released and was well received. One of the new projects planned for 2016 is expansion of a pilot Regional Plan Check program.

Financing for Energy Efficiency Projects--**Commercial PACE:** PACE stands for Property Assessed Clean Energy financing, which allows property owners to 1) pay the costs of upgrades as a separate assessment on the building tax roll, and 2) carry the costs as annual maintenance - rather than debt - expenses. The Commercial PACE Program extends to other building improvements - such as water systems and/or renewable energy installations - up to 30% of the total cost of all upgrades. Depending upon the scale and scope of the upgrades, financing may be structured up to 25 years.

BayREN's focus for 2015 was outreach and training to commercial contractors about PACE, how it works and how it can help them to grow their business. Additionally, BayREN developed resources for local governments that are considering offering PACE in their jurisdictions. 2016 goals include finalizing a Regional Collaborative Services Agreement with existing PACE providers in the Bay Area that can be utilized by Bay Area jurisdictions.

PAYS®: The BayREN Pay As You Save (PAYS®) pilots are helping municipal water utilities in the Bay Area use a tariff based on-bill repayment program to promote greater adoption of resource efficiency measures. PAYS allows water utility customers to receive water and energy saving measures (such as high efficiency toilets, shower heads, and drought-tolerant landscaping) at no up-front cost and pay for the measures over time through a surcharge on their water bill that is guaranteed to be less than their utility cost savings.

BayREN continues to work with Partner Water Utilities the Town of Windsor, the City of Hayward, the East Bay Municipal Utilities District and the San Francisco Public Utility Commission.

In 2016, the PAYS team will work to develop a regional program that will streamline the design and implementation process.

Multi-Family Capital Advance Program (BAMCAP)--This program is available for eligible owners of multifamily properties located with the BayREN region with at least 5 units, who undertake upgrade projects with a scope approved by the BayREN Multifamily retrofit program or PG&E's multifamily program. BAMCAP provides loan capital at 0% interest to the lender of the property owner's choice, up to 50% of the cost of the approved scope of work minus any program incentives. In addition, the share of the financing is up to $5,000 per unit or $500,000 per project, whichever is less.

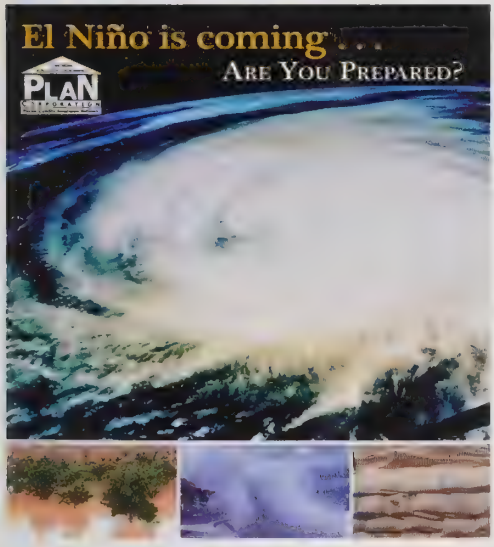
In 2015, four lenders signed Participation Agreements and all of the loan capital has been reserved. BayREN will continue to build on this momentum with additional 2016 loan capital becoming available.

For further information contact Jenny Berg, at 510-464-7947 or e-mail JennyB@abag.ca.gov

ABAG PLAN CORPORATION

ABAG PLAN (PLAN) Corporation was established in 1986 and provides property, liability and crime insurance coverage to 28 cities and towns in six counties of the greater Bay Area under a pooled risk sharing agreement. In addition to PLAN, the SHARP Program (Workers Compensation Shared Risk Pool) provides affordable Workers Compensation coverage to its participating members.

PLAN has approximately $48 million in total assets and has returned over $23 million in dividends and grant funding to its members since inception. PLAN strives to offer members significant premium savings compared to the traditional insurance market. Through PLAN, members have at their disposal a wide array of resources including claims administration, grants, training, best practice guideline



PLAN Resilience Report 2015

development and compliance, specialized consultation as well as a full-time dedicated staff to service their needs. These resources help members maintain or improve the health and safety of their citizens and employees.

The success of PLAN is largely attributed to the active participation of its members, PLAN governance and Risk Management Best Practices. This allows PLAN members to better manage their limited financial resources by sharing resources and best practices to help members meet the broad array of challenges they face. Efforts are orchestrated to directly improve the lives of those who live within their communities. PLAN has assisted members in the implementation of key loss control measures to reduce claims in public playgrounds, parks, police operations, and claims related to sidewalks, sewers and trees. By focusing on key areas of municipal exposure to loss and by placing emphasis on safety and the benefits of our Risk Management program(s), PLAN has assisted members in reducing losses along with associated costs.

In 2015, the PLAN program invested over 1.1 million in its Risk Management Best Practices Program which focuses on loss control and safety. PLAN's Risk Management Grant program helps members supplement their fiscal needs in the area of Risk Management and Loss Prevention. We continue to invest resources in providing support to members based upon strategic prioritization and need.

Claims Administration

While ABAG continues as PLAN's pool administrator, the claim adjusting piece of the operation was contracted out to York Risk Services, a third party claims administrator, serving as the claims adjuster since 2014. ABAG staff maintains close oversight and engagement. The transition is complete and is projected to yield a cost savings of approximately 1.425M to PLAN members in the first two years while increasing efficiency of claims administration in Fiscal Year 2016-2017 and beyond. This is approximately a 24% cost savings, allowing members to reallocate those funds toward other services and programs to further benefit their constituents.

ABAG PLAN Priorities – Fiscal Year 2016-2017

In 2016-2017, PLAN will work with its members providing Risk Management and Loss Control consulting services as well as superior Claims Administration services. Our goal is to provide high quality service to PLAN members, which will allow them to effectively manage the complex risk they face as municipal enterprises.

ABAG PLAN CORPORATION

Insurance Program

PLAN will focus on providing stable loss funding rates for the Liability Program. Premium stabilization and broadening coverage will be a focus of our Property Program. One of PLAN's goals is to continue to improve claim analytic reports that assist in the analysis of loss performance and aid in the development of appropriate risk management and loss reduction strategies. PLAN's new electronic claims and RMIS (Risk Management Information System) reporting platform, FOCUS, has been launched and is serving its members well. ABAG staff is fully engaged with the information systems staff to assure data integrity.

Claims Administration

ABAG staff maintains close oversight and engagement with the TPA operations. In 2014 and 2015 two claims audits were conducted with findings affirming all internal best practices are being met. Another audit will be conducted in the early part of 2017. We continue to work with members via ongoing claims reviews to help them manage their initiatives and work collaboratively with them via aggressive settlement strategies to help them be successful stewards of public funds. York's claims system is integrated with FOCUS which serves as a robust RMIS overlay and has proven useful in preparing reports and quantifying other data analytics which serves to help us achieve our insurance program goals.

Risk Management Services

PLAN provides a broad range of training focused on the unique needs of our members. In Fiscal Year 2016-2017, PLAN will continue to provide technical training seminars and additional training resources to members to enhance their technical skills in claims and risk management. The PLAN grant program will be used to support Risk Management Best Practices and Loss Control Programs. PLAN will continue to provide training on contractual risk transfer (Insurance Requirements in Contracts - IRIC) as well as other training opportunities relating to public works, sewer claims, sidewalk safety and urban forest management.

A focus has been and will continue to be on providing disaster preparedness assistance to its members in light of the strong El Niño forecast. PLAN provided its members with extensive resource guides as well as assistance to obtain customized El Niño Preparedness Guide booklets. The booklets include information on flood insurance, emergency planning, disaster supplies, clean up, and more. With these booklets, cities and towns can reach out to residents to effectively prepare and respond to natural disasters like the floods El Niño might bring.

PLAN will continue to sponsor a regional annual Sewer Summit. The Sewer Summit was originally designed as a way to bring governmental, regulatory and private organizations together to resolve conflicts related to sewer backup and backflow issues. Over time, the focus has evolved into a much-anticipated annual conference to achieve a common goal of implementing best practice policies and procedures throughout California. In 2015, representatives from more than 73 agencies learned from expert speakers who shared their expertise and best practices for preventing sewer backups and overflows, understanding regulations, preparing for catastrophic events and the effects of climate change.

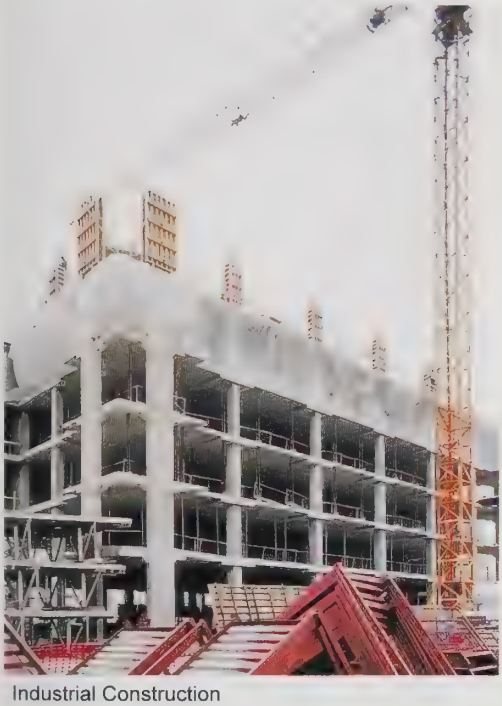
PLAN will also continue to work with its members to address drought concerns. PLAN will partner again with the California Urban Forest Council hosting its Urban Forest Management Forum. Panels of industry experts address trees & drought concerns and provide valuable information and methodologies for municipalities. This forum is intended to assist cities and towns that are forced, due to the drought conditions, to set priorities in their urban forest management plans which will have long term impact for their communities.

Association of Bay Area Governments
PLAN CORPORATION
Pooled Liability Assurance Network
Association of Bay Area Governments

For further information, contact Jill Stallman with claims administration program questions at 510-464-7946 or e-mail JillS@abag.ca.gov. contact Gertruda Luermann with risk management program questions at 510-464-7992 or e-mail GertrudaL@abag.ca.gov.

ABAG FINANCIAL SERVICES

ABAG Financial Services has been providing conduit financing to various public and private organizations throughout the state of California since 1978. Its Programs provide convenient, cost saving, and secure means to meet the capital financing needs of public agencies and their nonprofit partners



Industrial Construction

serving the public interest. To date, the Agency has provided over $8 billion in low cost investment capital for projects in more than 240 local jurisdictions. The Agency helps its Members to provide for construction of new hospitals and medical clinics, transit systems, affordable housing, schools, museums, water and wastewater systems, and other Member-owned infrastructure. The Agency takes special focus on assisting in the construction and preservation of affordable housing, providing financing to date for nearly twelve-thousand units in nearly one-hundred affordable apartment communities.

In the 2016-2017 fiscal year, ABAG Financial Services will continue to offer:

- ***Economical funding for developers of affordable multi-family housing, independent schools, hospitals, clinics, and other voluntary healthcare providers through the various programs of the ABAG Finance Authority;***
- ***Tax-Exempt Lease financing through ABAG Credit Pooling and ABAG Leasing, programs providing the lowest available cost source for funding for both major lease secured projects and smaller capital equipment needs; and,***
- ***Continue to offer comprehensive services to meet the land-secured and economic development financing needs of member agencies.***

The Agency will also continue to offer its industry leading pooled financing vehicle for Water and Wastewater Districts. This financing pool provides easy access and low cost funding for the smaller borrowing needs of ABAG Members and special districts in their jurisdictions.

ABAG Finance Authority for Nonprofit Corporations
A program created by
Association of Bay Area Governments

For further information,
contact Ezra Rapport at 510-464-7900
or e-mail EzraR@abag.ca.gov

LEGISLATIVE ACTIVITIES

The ABAG Legislation and Governmental Organization Committee (L&GO) is comprised of elected officials from the Bay Area's cities, towns, and counties. In 2015, Alameda County Supervisor Scott Haggerty served as L&GO Chair, and City of Oakland Councilmember Desley Brooks served as Vice Chair. Through the Committee, ABAG is actively serving members by providing a platform for them to work collaboratively to influence legislation that impacts local governments throughout the region. Approximately 30 state bills were reviewed by the Committee during the 2015 Legislative Session.

ABAG's L&GO Committee actively supported legislation related to housing, hazardous waste disposal, and seismic safety, and disaster relief. The Committee supported AB 90 (Ed Chau and Toni Atkins) Federal Housing Trust that was chaptered into law, as well as AB 325 (Jim Wood) Community Development Block Grant legislation that was chaptered. Environmental bills supported by the ABAG L&GO Committee addressing local agencies hazardous materials clean-up also passed and became law.

Committee activities throughout the year included policy briefings, a Legislative Workshop and Reception co-hosted by ABAG and California State Association of Counties (CSAC), and face-to-face dialogues with legislators about Bay Area needs and challenges.

Key areas of emphasis for the L&GO Committee include local governments, energy, environment, hazardous waste, and gun violence prevention.

In Fiscal Year 2016-2017, it is anticipated that the Legislation and Governmental Organization Committee will:

- *Continue to pursue legislation that provides resources and incentives for planning, infrastructure and services to assist local governments, as well as State and Federal legislation establishing innovative financing and project delivery mechanisms.*
- *The Committee voted to pursue ABAG POWER authored Water Efficiency Financing Legislation in 2016.*
- *In addition, the Committee will continue to focus on SB 375 and Plan Bay Area Implementation through legislative objectives such as affordable housing funding, housing element reform, and better California Environmental Quality Act (CEQA) entitlement efficiency.*
- *The Committee will continue to monitor implementation of the Cap and Trade Program.*
- *In November 2015, the Committee voted to increase focus on resiliency in fiscal year 2016-2017.*
- *The Committee will continue to seek voter threshold reduction for infrastructure taxes and bonds statewide and locally.*

The 2016 priorities were finalized at the L&GO meeting on January 21, 2016, and presented to the Executive Board for approval.

For further information, contact Brad Paul at 510-464-7955 or e-mail BradP@abag.ca.gov.

COMMUNICATIONS

From the San Francisco Estuary Partnership, to the Bay Area Regional Energy Network (BayREN), the Bay Trail Project, and the Resilience Program, ABAG has a toolkit of strategies to assist local governments to sustain and improve the region's and its seven million residents quality of life. As the Bay Area's Council of Governments, ABAG provides regional programs and services in support of local governments.

With an organization of this depth and breath, the ABAG Communications Department is instrumental in helping to promote its programs and services through newsletters, website articles, twitter announcements, reports, conferences, and media outreach. In 2015, ABAG released a comprehensively updated website with a major overhaul in appearance and content. The website now features more streamlined content management, twitter feeds, and easier to access news items, and other links. This extensive update increases access to all ABAG programs, projects, initiatives, and resources in a more attractive, user-friendly format.

The Communications Department worked with all departments to promote ABAG's mission and to inform and engage members in relevant programs and activities. Major efforts included regional conferences and workshops, publications, media relations, and web outreach centered around sustainable growth, economic and physical resilience, and creating complete communities, as well as municipal insurance and energy programs.

Activities included:

- Worked closely with the Planning and Research Department to help release several publications, including the *State of the Region* and *People, Places, and Prosperity*.
- Implemented *Plan Bay Area* outreach and public engagement strategies
- Expanded outreach to ABAG General Assembly delegates and member staffs to facilitate better use of ABAG programs and services.

Major Activities

The **ABAG Spring General Assembly, *Green Streets and Infrastructure Strategies,*** on April 23rd, brought together more than 120 local elected officials, city/town and county agency directors and staff, and business leaders to share best practices around creating complete communities, drought protection, and water management. This conference shed light on climate change, population growth, and concerns about water quality that are putting pressure on the Bay Area's water system. Speakers emphasized some of the steps that must be taken to avoid the damage associated with a failure to address the coming changes. This event also celebrated members' achievements with the Growing Smarter Together Awards.

The *Getting Ready for El Niño Briefing* was convened by ABAG, in collaboration with the California Office of Emergency Services, and helped inform cities and counties how to be resilient in the face of the strong El Niño Storm, anticipated this winter. Attendees learned about the actions each city needs to take to prepare for El Niño, available resources, preparations by utilities, and what the State can offer cities and counties. In support of these activities, the Communications Group provided conference planning and coordination. Communications also provided media outreach. More than 100 representatives from member cities and public agencies benefitted from this hands-on workshop on December 16th.

In 2015, the Communications Department worked closely with the San Francisco Bay Trail Project to publicize their launch of a regional public art program

COMMUNICATIONS

General Assembly Break Out Session

in partnership with shoreline cities called *Migrations*. This program will create destination art experiences along existing sections of the Bay Trail that appeal to a broad audience, encouraging people to gather, connect and experience something new and inspiring along the shoreline, linked by over 340 miles of Bay Trail in all nine Bay Area Counties. Cities will serve as hosts of the artwork and will work closely with ABAG and Fung Collaboratives to initiate and implement art exhibits.

Engagement strategies included coordinating ABAG's Ninth Annual Growing Smarter Together Awards to recognize the leadership and best practices of Bay Area local governments and agencies. The 2015 award winners were showcased at ABAG's Spring General Assembly. These efforts were documented by the Communications Department with professional videos, featured at the Awards ceremony. The video highlights of all recipients are permanently available at www.abag.ca.gov/smarter.html.

Outreach

Updates on ABAG initiatives, programs, and services were consistently provided through *Service Matters* print and online publications. *Service Matters* is now printed on a quarterly basis with online issues in-between scheduled release dates on an as needed basis. The ABAG website news section featured the latest agency trends and events. Media coverage included articles and TV and radio interviews on agency-wide subjects and other related regional perspectives.

The Communications Department also provided outreach support via press releases and media interviews (radio and television) on a variety of topics. Timely communications were disseminated through extensive news blasts providing links to conference proceedings, best practice case studies and briefings, and presentation audio archives.

In Fiscal Year 2016-2017, the Communications Group will:

- ***Expand online newsletter frequency and content for members to include organizational updates and planning information.***
- ***Expand the methods and tools used to communicate the full breadth of ABAG programs and activities to our member cities, towns, and counties; key stakeholders; and the public.***
- ***Continue to conduct outreach to ABAG General Assembly' delegates and member staffs via the county-wide delegate meetings. These smaller conversations create increased participation in ABAG activities.***
- ***Examine ways to expand discussion of ABAG activities and programs at the General Assembly.***
- ***Facilitate increased access to ABAG programs, projects, initiatives and resources, through comprehensive update of the website and use of social media.***

For further information, contact Brad Paul at 510-464-7955 or e-mail BradP@abag.ca.gov.

FISCAL MANAGEMENT SERVICES

ABAG continues to offer fiscal management services to Bay Area public purpose entities and region-wide grant programs. In addition to ABAG itself, we provide financial services to ABAG PLAN Corporation, ABAG Workers Compensation Shared Risk Pool, ABAG Finance Authority for Nonprofit Corporations, ABAG Publicly Owned Energy Resources, and the San Francisco Bay Area Water Emergency Transit Authority. These services include accounting, financial reports, cash management, investments, debt issuance, grants management, and other related financial support services.

Major grants for which ABAG exercises fiscal oversight will more than double in fiscal year 2016-17. These included grants for the promotion and incentivizing the evaluation of energy efficiency of homes and the installation of enhancements such as insulation, double-paned windows and solar panels, as well as grants to enhance water quality of the Delta and San Francisco Bay water recycling, cleaning up of creeks emptying into the Bay, and capturing water in natural street medians, instead of flowing into storm drains. Our accounting procedures and controls for these grants are examined by our independent auditors as part of the ABAG annual audit, and larger federal grants are examined in a "Single Audit" performed in accordance with Federal auditing standards. Our independent auditors continue to provide unmodified (positive) opinions as to our fiscal accountability, and have reported no fiscal deficiencies or substantial weaknesses in internal accounting and administrative controls.

ABAG's demonstrated capacity to manage large grants, has been an important factor in our success in obtaining additional funding for ongoing energy transformation, land use sustainability planning and environmental programs.

Significant entities currently receiving fiscal management services:

Agency	Type of Business	Assets ($ millions) 6/30/15	Revenues ($ millions) 6/30/15	Year Services Started
ABAG PLAN Corporation	General, property, public officials liability insurance	$47.84	$10.10	1986
ABAG Comp Shared Risk Pool	Workers comp insurance	$4.68	$0.81	1989
ABAG Finance Authority for Nonprofit Corporations	Conduit debt insurance for public entities	$4.41	$1.38	1990
ABAG Publicly Owned Energy Resources	Natural gas aggregation pool	$4.44	$6.21	1997
San Francisco Bay Area Water Emergency Transit Authority	Development of water transit	$282.20	$56.38	2000

In Fiscal Year 2016-2017 the Finance Department will:

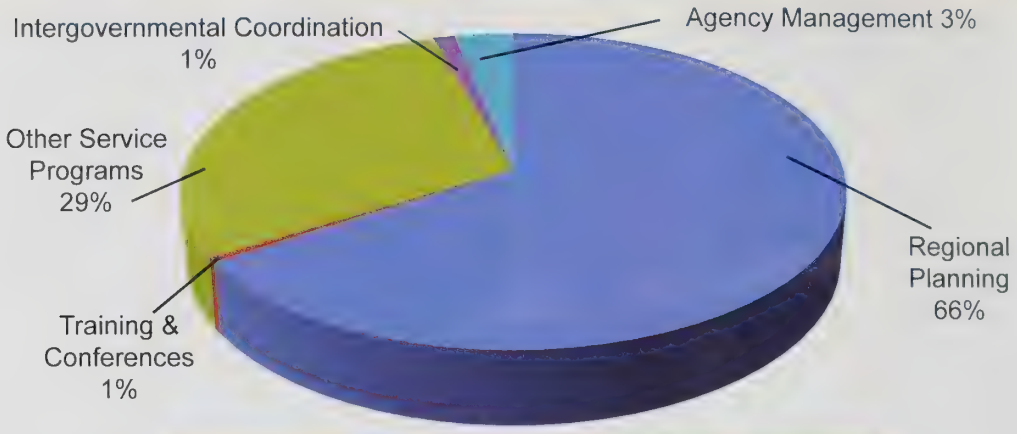
- ***In collaboration with Information Technology, update business continuation and disaster recovery plans for ABAG services, with emphases on changes required by ABAG's relocation from Oakland to San Francisco.***
- ***Continue to embrace technology to increase productivity of staff, including acquisition of a budgeting system to transform the annual budget and work plan into a stronger management tool for daily operations. We shall also continue our search for a database system to aid in the tracking of contracts, and in the administration of compliance function for bonds issued by the ABAG Finance Authority for Nonprofit Corporations.***
- ***Continue to provide superior grants fiscal management services and the incorporation of industry recognized best management practices.***
- ***Conduct regularly scheduled meetings with our significant entities to review service levels, discuss service enhancements, and to facilitate increased involvement of the managers in the budget process.***
- ***Provide timely and accurate comprehensive financial information to the Boards and the public. The Accounting Department is committed to ABAG's goals of: transparent government, strong accountability, good stewardship, and open communication.***

For further information, contact Courtney Ruby at 510-464-7923 or e-mail CourtneyR@abag.ca.gov

SECTION 11 - BUDGET HIGHLIGHTS

SUMMARY OF REVENUES AND EXPENSES BY PROGRAM GROUP

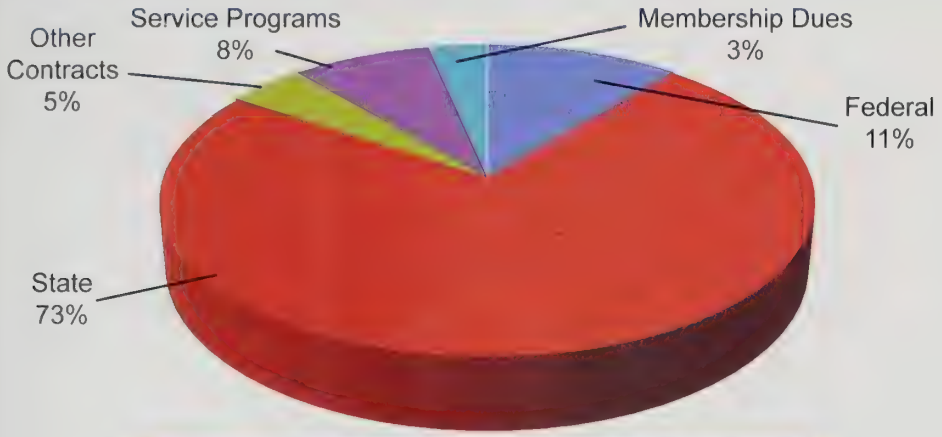
For further information, contact Courtney Ruby at 510-464-7923 or e-mail CourtneyR@abag.ca.gov



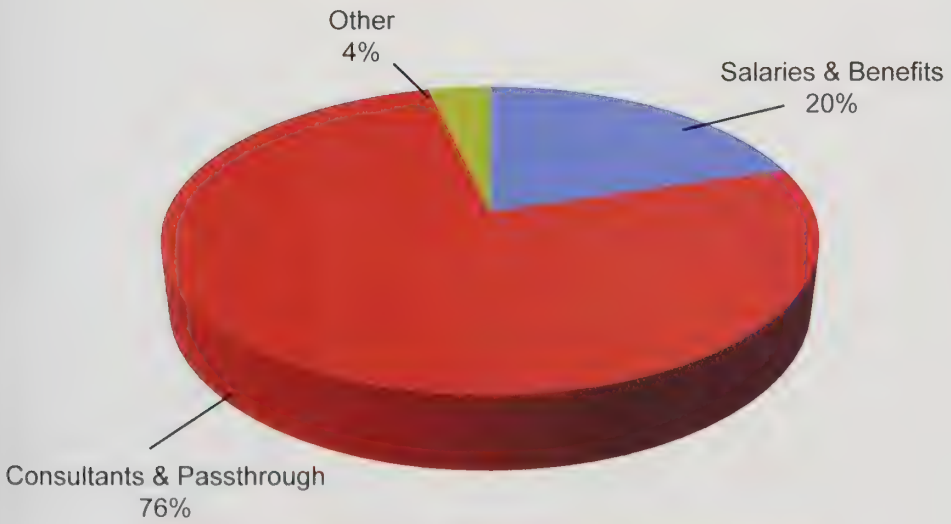
Revenues by Program Group	
Regional Planning	38,286,048
Training & Conferences	275,000
Other Service Programs	17,063,400
Intergovernmental Coordination	710,000
Agency Management	1,885,267
Total	**58,219,715**

Expenses by Program Group	
Regional Planning	38,286,048
Training & Conferences	275,000
Other Service Programs	17,063,400
Intergovernmental Coordination	710,000
Agency Management	1,835,267
Total	**58,169,715**

For further information, contact Courtney Ruby at 510-464-7923 or e-mail CourtneyR@abag.ca.gov



Revenues by Funding Source	
Federal	6,387,059
State	42,729,572
Other Contracts	2,600,317
Service Programs	4,545,000
Membership Dues	1,957,767
Total	**58,219,715**



Expenses by Category	
Salaries & Benefits	11,828,400
Consultants & Passthrough	44,011,006
Other	2,330,309
Total	**58,169,715**

APPROVED OPERATING BUDGET

For further information, contact Courtney Ruby at 510-464-7923 or e-mail CourtneyR@abag.ca.gov

ABAG Approved Operating Budget Revenues and Expenses

	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Approved
REVENUES				
Federal	$5,433,839	$5,186,616	$6,007,000	$6,387,059
State	14,641,063	24,008,892	11,652,000	42,729,572
Other Contracts	1,656,058	1,181,055	1,791,200	2,600,317
Service Programs	5,580,557	5,437,298	5,360,000	4,545,000
Membership Dues	1,763,805	1,820,316	1,896,622	1,957,767
TOTAL REVENUES	**29,075,322**	**37,634,177**	**26,706,822**	**58,219,715**
EXPENSES				
Salaries and Benefits	12,023,915	11,367,923	11,588,117	11,828,400
Consultant Services	13,995,849	14,161,428	10,780,000	28,249,460
Passthrough	591,844	9,084,115	2,000,000	15,761,546
Temporary Personnel Servcs.	151,311	183,356	60,000	167,682
Equipment and Supplies	112,746	116,144	180,000	130,000
Outside Printing	58,893	72,985	100,000	66,746
Conference and meeting	205,227	114,928	275,000	298,544
Depreciation	162,817	152,823	150,000	150,000
Interest	67,939	85,806	75,000	78,471
Building Maintenance	236,207	259,586	270,000	270,000
Utilities	140,641	123,529	165,000	130,000
Insurance	160,661	145,446	175,000	165,000
Postage	25,004	20,824	60,000	19,044
Telephone	72,108	62,468	76,000	57,128
Committee (per diem)	70,125	71,550	100,000	97,888
Other	360,739	765,217	602,705	699,806
TOTAL EXPENSES	**28,436,026**	**36,788,128**	**26,656,822**	**58,169,715**
Net Surplus/(Deficit)	$639,296	$846,049	$50,000	$50,000

APPROVED REVENUES BY FUNDING SOURCES

ABAG APPROVED OPERATING BUDGET

For further information, contact Courtney Ruby at 510-464-7923 or e-mail CourtneyR@abag.ca.gov

REVENUES	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Approved
FEDERAL REVENUES				
EPA - Environmental Programs	$2,574,525	$1,971,454	$3,150,000	$2,439,748
MTC - FTA	230,916	232,147	240,000	243,592
MTC - FHWA	1,014,646	995,379	1,015,000	1,030,190
MTC - STP Exchange	1,328,186	1,321,632	1,352,000	1,372,233
MTC - HUD Grant	54,579	75,000	50,000	
U.S. Geological Survey	89,968	204,671	100,000	34,136
U.S. Dept. of Interior	142,287	163,567	100,000	
U.S. Dept. of Homeland Security				667,161
East Bay Corridor Brownfield Assessment				600,000
Discontinued Prog. and Audit Adjustments	(1,268)	222,766		
Subtotal	**5,433,839**	**5,186,616**	**6,007,000**	**6,387,059**
STATE REVENUES				
MTC - TDA	219,148	112,862	237,000	240,547
MTC: Bay Trail 5% Bridge Toll Revenues	247,921	236,181	250,000	273,340
Coastal Conservancy: Bay Trail Block Grant #4	691,826	606,554	500,000	
Cal Trans	369,133	260,663	400,000	
State Water Resources Control Board	90,326	(2,360)	500,000	361,580
California Resources Agency	45,132	49,368	100,000	114,677
CA Dept. of Conservation (Prop. 84)		1,038,451	1,218,267	500,000
CA Energy Commission	1,018,397			
CA Dept. of Water Resources	977,688	3,516,659	500,000	26,915,461
CA Public Utilities Commission	9,654,308	16,571,760	8,500,000	12,837,000
Delta Stewardship Council	129,341	194,815		286,967
CA Earthquake Authority	1,982	39,023		
MTC: Bay Trail 2% Bridge Toll Revenues				450,000
Coastal Conservancy: Water Trail Block Grant				950,000
Coastal Conservancy: Bay Trail Block Grant #5				300,000
Discontinued Prog. and Audit Adjustments	157,410	1,205,100	165,000	
Subtotal	**14,641,063**	**24,008,892**	**11,652,000**	**42,729,572**
OTHER CONTRACTS				
BALANCE Foundation	17,756	12,025	25,000	12,500
Haz Waste MOU Committee	89,874	77,455	90,000	
MTC	443,967	429,871	500,000	911,439
MTC Tenant Improvments				550,000
Santa Clara Water District	154,038	120,669	150,000	172,150
Fiscal Agent Services (WETA)	104,748	108,717	105,000	129,000
Alameda County SFEP	148,249	151,652	150,000	158,266
Coastal Conservancy	235,565	127,977	350,000	50,000
Admin. Civil Liability/Northbay Outreach	27,955		35,000	20,000
SFPUC - Estuary	79,838	(215)	100,000	
STARS Deferred Comp Program	1,200	(4,500)	1,200	2,400
City & County of San Francisco			50,000	
City of Oakland		15,022		
Consortium of Public Agencies	99,041	82,440	100,000	100,000
East Bay Municipal Utility District	85,078	37,002	85,000	
County of Marin	151,698	115,988	50,000	143,957
Sonoma County Water District			170,911	200,605
Rockefeller Philanthropy Advisors				150,000
Discontinued Prog. and Audit Adjustments	17,051	(263,959)		
Subtotal	**1,656,058**	**1,181,055**	**1,791,200**	**2,600,317**
SERVICE PROGRAMS				
Publications	12,283	9,074	10,000	5,000
Training	581,328	660,385	600,000	75,000
Financial Services	1,311,981	1,407,498	1,500,000	1,050,000
Workers' Compensation	153,497	133,148	150,000	150,000
ABAG PLAN Corp	2,660,058	2,188,969	2,200,000	2,450,000
Bay Trail Nonprofit	64,480	28,565	50,000	25,000
Web Hosting	990	1,440		
POWER Purchasing Pool Fees	381,118	365,241	400,000	440,000
Conference Services	145,117	267,706	150,000	200,000
Other	270,695	375,272	300,000	150,000
Subtotal	**5,581,547**	**5,437,298**	**5,360,000**	**4,545,000**
MEMBERSHIP DUES				
ABAG Dues (local and cooperating)	1,763,805	1,820,316	1,896,622	1,957,767
Total Revenues	**$29,076,312**	**$37,634,177**	**$26,706,822**	**$58,219,715**

APPROVED REVENUES AND EXPENSES BY PROGRAM

For further information, contact Courtney Ruby at 510-464-7923 or e-mail CourtneyR@abag.ca.gov

EXPENSES BY PROGRAM AREA		REVENUE SOURCES						
	Total Expenses	Federal Contracts	State Contracts	Other Contracts	Services Programs	Member-ship Dues	Total Revenues	General Fund Equity
REGIONAL PLANNING								
Planning & Research	$ 2,886,562	$ 2,646,015	$ 240,547				$ 2,886,562	
Bay Trail / Water Trail	1,998,340		1,973,340		$ 25,000		1,998,340	
San Francisco Estuary	31,023,411	2,439,748	27,678,685	$ 844,978		$ 60,000	31,023,411	
Resiliency	866,296	701,296		150,000		15,000	866,296	
Other Planning	1,511,439	600,000		911,439			1,511,439	
Subtotal	38,286,048	6,387,059	29,892,572	1,906,417	25,000	75,000	38,286,048	
TRAINING & CONFERENCES								
Training Center	75,000				75,000		75,000	
Conference Services	200,000				200,000		200,000	
Subtotal	275,000				275,000		275,000	
OTHER SERVICE PROGRAMS								
Power Purchasing Pool	440,000				440,000		440,000	
Energy Programs	12,837,000		12,837,000				12,837,000	
Data Center/Publications	5,000				5,000		5,000	
Financial Services	1,050,000				1,050,000		1,050,000	
ABAG PLAN Corp.	2,450,000				2,450,000		2,450,000	
Workers' Compensation	150,000				150,000		150,000	
Fiscal Agent Services	131,400			131,400			131,400	
Subtotal	17,063,400	-	12,837,000	131,400	4,095,000		17,063,400	
INTERGOV. COORDINATION								
Communications Group	620,000					620,000	620,000	
Legislation	90,000					90,000	90,000	
Subtotal	710,000					710,000	710,000	
AGENCY MANAGEMENT	1,835,267			562,500	150,000	1,172,767	1,885,267	$ 50,000
Total	$ 58,169,715	$ 6,387,059	$ 42,729,572	$ 2,600,317	$ 4,545,000	$ 1,957,767	$ 58,219,715	$ 50,000

APPROVED ABAG MEMBERSHIP DUES

For further information, contact Courtney Ruby at 510-464-7923 or e-mail CourtneyR@abag.ca.gov

Assessments include increase in membership fee from $718 for FY 15-16 to $737 for FY 16-17 in accordance with average annual CPI increase of 2.51 percent.

JURISDICTION	Estimated Population 01/01/15	Approved FY 15-16 Dues	Approved FY 16-17 Dues
COUNTY OF ALAMEDA	1,594,569	$152,580	$158,336
Alameda	76,638	14,716	15,364
Albany	18,565	4,221	4,346
Berkeley	118,780	21,324	22,037
Dublin	55,844	10,824	11,534
Emeryville	10,570	2,708	2,792
Fremont	226,551	33,610	34,687
Hayward	152,889	25,468	26,341
Livermore	85,990	16,464	17,086
Newark	44,204	9,035	9,331
Oakland	410,603	49,515	51,322
Piedmont	11,113	2,809	2,898
Pleasanton	74,850	14,346	15,035
San Leandro	88,441	16,974	17,538
Union City	72,744	14,182	14,647
COUNTY OF CONTRA COSTA	1,102,871	109,706	113,894
Antioch	108,298	19,980	20,714
Brentwood	56,493	11,054	11,654
Clayton	11,288	2,842	2,932
Concord	126,069	22,221	22,957
Danville	43,691	8,901	9,231
El Cerrito	24,288	5,286	5,459
Hercules	24,775	5,378	5,554
Lafayette	25,154	5,395	5,627
Martinez	37,384	7,705	8,005
Moraga	16,466	3,818	3,938
Oakley	38,789	7,939	8,278
Orinda	18,612	4,149	4,355
Pinole	18,946	4,282	4,420
Pittsburg	67,628	13,143	13,705
Pleasant Hill	34,162	7,142	7,379
Richmond	107,346	19,941	20,594
San Pablo	29,730	6,306	6,517
San Ramon	78,561	15,101	15,718
Walnut Creek	66,868	13,109	13,565
COUNTY OF MARIN	258,972	36,420	37,617
Belvedere	2,121	1,115	1,149
Fairfax	7,634	2,148	2,221
Larkspur	12,347	3,013	3,137
Mill Valley	14,439	3,422	3,544
Novato	53,575	10,735	11,116
Ross	2,493	1,185	1,222
San Anselmo	12,670	3,091	3,200
San Rafael	59,214	11,741	12,155
Sausalito	7,300	2,079	2,156
Tiburon	9,200	2,442	2,526

APPROVED ABAG MEMBERSHIP

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Assessments include increase in membership fee from $718 for FY 15-16 to $737 for FY 16-17 in accordance with average annual CPI increase of 2.51 percent.

JURISDICTION	Estimated Population 01/01/15	Approved FY 15-16 Dues	Approved FY 16-17 Dues
COUNTY OF NAPA	140,362	24,018	24,761
American Canyon	20,149	4,511	4,654
Calistoga	5,261	1,709	1,760
Napa	78,971	15,297	15,794
St. Helena	6,065	1,845	1,916
Yountville	3,017	1,290	1,324
COUNTY AND CITY OF SAN FRANCISCO			
County	845,602	87,629	90,640
City	845,602	87,629	90,640
COUNTY OF SAN MATEO	753,123	79,568	82,281
Atherton	6,935	2,030	2,085
Belmont	26,748	5,755	5,937
Brisbane	4,541	1,558	1,620
Burlingame	29,890	6,348	6,548
Colma	1,480	997	1,025
Daly City	105,810	19,810	20,400
East Palo Alto	29,137	6,211	6,402
Foster City	32,390	6,819	7,034
Half Moon Bay	12,051	2,941	3,080
Hillsborough	11,420	2,854	2,957
Menlo Park	33,273	6,957	7,206
Millbrae	22,898	5,005	5,189
Pacifica	38,551	7,978	8,232
Portola Valley	4,527	1,568	1,617
Redwood City	81,838	15,730	16,322
San Bruno	44,409	8,915	9,371
San Carlos	29,449	6,260	6,462
San Mateo	101,429	19,198	19,847
So. San Francisco	66,193	13,024	13,440
Woodside	5,539	1,760	1,814
COUNTY OF SANTA CLARA	1,889,638	178,618	185,006
Campbell	41,857	8,682	8,875
Cupertino	59,756	11,989	12,255
Gilroy	53,000	10,635	11,010
Los Altos	30,036	6,402	6,576
Los Altos Hills	8,341	2,359	2,359
Los Gatos	30,505	6,509	6,668
Milpitas	72,606	13,812	14,621
Monte Sereno	3,451	1,372	1,408
Morgan Hill	41,779	8,531	8,859
Mountain View	77,914	15,014	15,599
Palo Alto	66,932	13,231	13,576
San Jose	1,016,479	102,082	106,085
Santa Clara	120,973	21,799	22,314
Saratoga	30,799	6,576	6,725
Sunnyvale	148,028	24,978	25,728

APPROVED ABAG MEMBERSHIP

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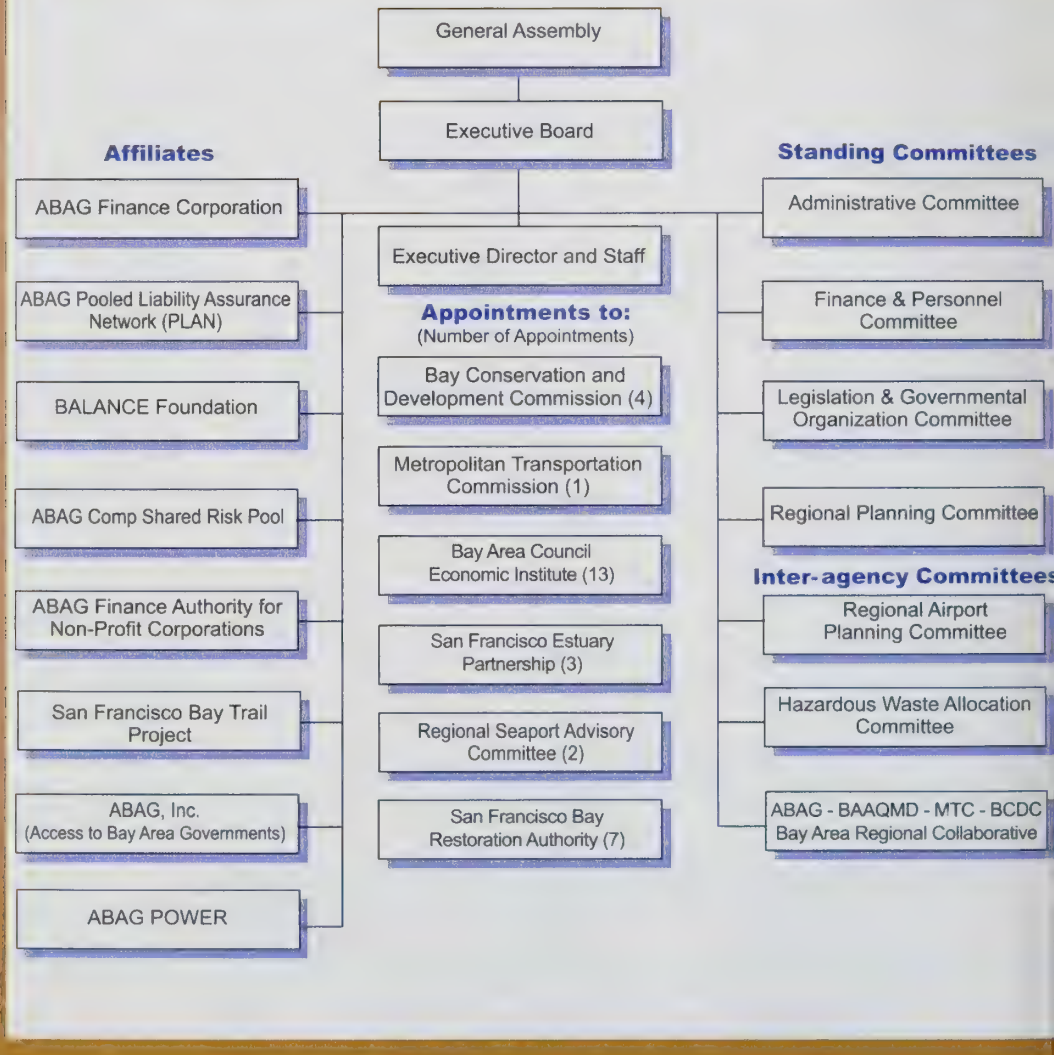
Assessments include increase in membership fee from $718 for FY 15-16 to $737 for FY 16-17 in accordance with average annual CPI increase of 2.51 percent.

JURISDICTION	Estimated Population 01/01/15	Approved FY 15-16 Dues	Approved FY 16-17 Dues
COUNTY OF SOLANO	429,552	51,268	53,035
Benicia	27,689	5,925	6,120
Dixon	19,158	4,322	4,462
Fairfield	111,891	20,419	21,168
Rio Vista	8,193	2,223	2,330
Suisun City	28,888	6,132	6,353
Vacaville	94,702	18,038	18,691
Vallejo	119,683	21,459	22,151
COUNTY OF SONOMA	496,253	57,109	59,064
Cloverdale	8,708	2,357	2,430
Cotati	7,346	2,100	2,165
Healdsburg	11,687	2,907	3,009
Petaluma	59,540	11,819	12,215
Rohnert Park	41,077	8,441	8,723
Santa Rosa	173,071	27,832	28,888
Sebastopol	7,507	2,129	2,196
Sonoma	10,933	2,766	2,863
Windsor	27,335	5,866	6,051
Totals	**7,510,942**	**$1,891,199**	**$1,957,767**
DUES PER CAPITA RATES			
First 50,000		0.189654543	0.194414872
Next 50,000		0.179672725	0.184182511
Next 100,000		0.123109089	0.126199127
Remaining Population over 200,000		0.088172726	0.090385861

** Total dues are up 3.52 percent from the prior year due to the California Department of Finance projected population increase of 90,486 (1.22%), and the 2.51 percent increase in the Bay Area cost of living index.*

ABAG will be moving to it's NEW Location in San Francisco, in March 2016.

ABAG ORGANIZATIONAL STRUCTURE


General Assembly
Executive Board
Affiliates
ABAG Finance Corporation
ABAG Pooled Liability Assurance Network (PLAN)
BALANCE Foundation
ABAG Comp Shared Risk Pool
ABAG Finance Authority for Non-Profit Corporations
San Francisco Bay Trail Project
ABAG, Inc. (Access to Bay Area Governments)
ABAG POWER
Executive Director and Staff
Appointments to:
(Number of Appointments)
Bay Conservation and Development Commission (4)
Metropolitan Transportation Commission (1)
Bay Area Council Economic Institute (13)
San Francisco Estuary Partnership (3)
Regional Seaport Advisory Committee (2)
San Francisco Bay Restoration Authority (7)
Standing Committees
Administrative Committee
Finance & Personnel Committee
Legislation & Governmental Organization Committee
Regional Planning Committee
Inter-agency Committees
Regional Airport Planning Committee
Hazardous Waste Allocation Committee
ABAG - BAAQMD - MTC - BCDC Bay Area Regional Collaborative

ABAG ENTITIES

ABAG has accounting responsibilities for these entities.

Name	Year Started	Purpose	Assets ($000's) 6/30/15	Revenues ($000's) FY 14/15	No. of Members	Board of Directors	Legal Structure
ABAG Finance Corporation	1985	Serve as a lessor in debt financings for ABAG members and other jurisdictions.	33	0	N/A	ABAG F&PC	501(c)(4)
ABAG Pooled Liability Assurance Network Corporation (ABAG PLAN Corporation)	1986	Provide general liability, property and public officials' errors and omissions insurance coverage to member cities in the pool; also, provide loss prevention programs, claims administration, police training and other risk management services.	47,839	10,099	28	Separate	501(c)(4)
BALANCE Foundation (Bay Area Leaders Addressing the Challenge of the Economy and the Environment)	1987	Raise funds to study and provide a forum for regional issues. Serve as advocate for programs to promote economic development and protect the environment.	352	108	N/A	ABAG Pres, Vice Pres. and one other director	501(c)(3)
ABAG Comp Shared Risk Pool (SHARP)	1989	Provide workers' compensation insurance coverage to member jurisdictions in the pool; provide claims administration services.	4,684	809	5	Separate	JPA
ABAG Finance Authority for Non-profit Corporations	1990	Serve as conduit issuer of debt financings for non-profit and other organizations.	4,407	1,383	72	Separate	JPA
San Francisco Bay Trail Project	1990	Develop and maintain regional Bay Trail around the San Francisco Bay.	142	24	N/A	Separate	501(c)(3)
ABAG, Inc. (Access to Bay Area Governments)	1994	Promote efficiency in governments by improving intergovernmental coordination and cooperation and citizen access through education, training and computer networks.	0	660	N/A	ABAG F&PC	501(c)(3)
ABAG POWER	1997	Purchase natural gas and electricity (electricity currently suspended) on behalf of local governments and special districts in Northern California.	4,440	6,207	38	Separate	JPA
San Francisco Bay Restoration Authority	2008	The San Francisco Bay Restoration Authority (Authority) is a new regional government agency charged with raising and allocating resources for the restoration, enhancement, protection, and enjoyment of wetlands and wildlife habitat in the San Francisco Bay and along its shoreline. The Authority was created by the California legislature in 2008 with the enactment of AB 2954 (Lieber).	10	90	7	ABAG	Regional Entity

NOTES

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Mission Statement

ABAG is committed to enhancing the quality of life in the San Francisco Bay Area by leading the region in advocacy, collaboration, and excellence in planning, research, and member services.

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